



Governor
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OFFICE OF HOMELESSNESS PREVENTION:

NJ FamilyCare Housing Supports Program
Provider Capacity Expansion Grants Program

REQUEST FOR PROPOSALS - SFY26

RFP Due Completed in DCA SAGE: No later than 11:59pm on 07/31/2026

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I. Name of the grant program

NJ FamilyCare Housing Supports Program Provider Capacity Expansion Program – SFY26

II. DCA contact information

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III. Purpose of the grant program

The NJ Division of Medical Assistance and Health Services (DMAHS) has launched a new Housing Supports program to help NJ FamilyCare members find and maintain housing. To increase member access to quality services, DMAHS has partnered with DCA to invest in providers who are interested in joining or expanding their role in the program

Under the NJ FamilyCare Housing Supports Provider Capacity Expansion Grants Program, DCA and DMAHS seek to partner with two tracks of providers:

1. **“Start-up” Track: Prospective & Early Stage Housing Supports Providers (Not yet having credentialed & contracted as a Housing Supports provider with at least 1 MCO)**

These are potential NJ FamilyCare Housing Supports providers (e.g., CBOs, shelters, supportive housing organizations, case management organizations) who are still in foundational stages of becoming a NJ FamilyCare Housing Supports provider and have not yet credentialed & contracted with at least 1 MCO to deliver housing services). Grants are intended to:

- a. Enable Housing Supports program readiness and offset startup costs (e.g., Medicaid enrollment, MCO contracting, development of new IT system capabilities, participation in required trainings).
 - b. Provide seed capital to support the hiring of new staff—both administrative and frontline service providers—to support the commencement of service delivery to NJ FamilyCare members
2. **“Expansion” Track: MCO-contracted Housing Supports Providers (providers credentialed & contracted with 1 or more MCOs for housing services):**

These are providers who are already enrolled through Gainwell in the Housing Supports program and are in-network with at least one MCO. Grants are intended to:

- a. Incentivize investment in the capabilities, infrastructure, and staffing needed to expand their capacity to serve NJ FamilyCare members and improve the value of those services to NJ FamilyCare members.

Notes:

1. Providers cannot elect which of the above groups they fall into. Group assignment will be strictly determined by the provider’s enrollment status with NJ Medicaid and contracting status with MCOs as of the date this document is published on SAGE. Providers should indicate their applicable group in the application, and DCA will verify this information using the Gainwell Housing Supports Enrollment Files and MCO network data to ensure compliance.
2. While this application is largely consistent for both groups of providers, any differences in required responses will be clearly identified throughout the document.
3. A provider is in-network with an MCO when it has successfully enrolled in Medicaid, credentialed with an MCO, and entered into a contract with an MCO. Medicaid Enrollment occurs when Gainwell issues the applicant a Medicaid provider identification number associated with the Housing Supports Program or confirms that the applicant’s existing Medicaid provider ID has been linked to the Housing Supports Program. Credentialing and contracting occurs when the MCO officially records that the applicant is authorized to bill for Housing Supports services and an agreement governing the relationship between the provider and the MCO is executed.

IV. RFP Due Date

RFP Due Completed in SAGE: No later than 11:59pm on 07/31/2026

Award Notification Date: On or about 09/21/2026

V. Maximum amount of single award:

1. “Start-Up” Track providers: \$200,000
2. “Expansion” Track providers: \$150,000

All applicants to this program must clearly demonstrate local system knowledge through a diverse set of resources and partnerships (see below), a commitment to Housing First principles, and an operational understanding of the NJ FamilyCare Housing Supports program (see figure 1, below).

Overview of Housing Supports program




	Goals	<ul style="list-style-type: none"> • Help find & maintain housing for housing insecure members to improve health outcomes • Drive greater connection of the housing and health care ecosystems
	Authority	<ul style="list-style-type: none"> • 1115 demonstration approved by CMS through June 2028
	Geography	<ul style="list-style-type: none"> • Statewide
	Services	<ul style="list-style-type: none"> • Pre-tenancy services: case management supports to help member find housing • Tenancy sustaining services: case management supports to help members maintain housing • Residential modification and remediation: modifications or repairs to home to ensure health & safety • Move-in supports: payment to support the setup of new housing or a move • Does not include payment for rent or housing production
	Eligibility	<ul style="list-style-type: none"> • MCO enrolled • At least 1 clinical risk factor (e.g., chronic health condition, mental health condition) • At least 1 social risk factor (e.g., homeless, at risk of homelessness)
	Provider qualifications	<ul style="list-style-type: none"> • Pre-tenancy and tenancy sustaining services: organizations with experience serving housing insecure populations; can demonstrate experience via participation in other comparable government programs • Modification and remediation services: licensed home contractors will deliver • Move-in supports: housing supports providers or MCOs can pay directly and be reimbursed for these costs
	Admin model	<ul style="list-style-type: none"> • MCOs responsible for building network, paying claims, authorizing services, and MCO care management • Housing supports providers responsible for delivering services

Figure 1: Overview of NJ FamilyCare Housing Supports Program

VI. Eligible entities

Non-profit organizations (see figure 2, below) that are **either approved** by NJ FamilyCare **or eligible for approval** to provide pre-tenancy and tenancy sustaining services.

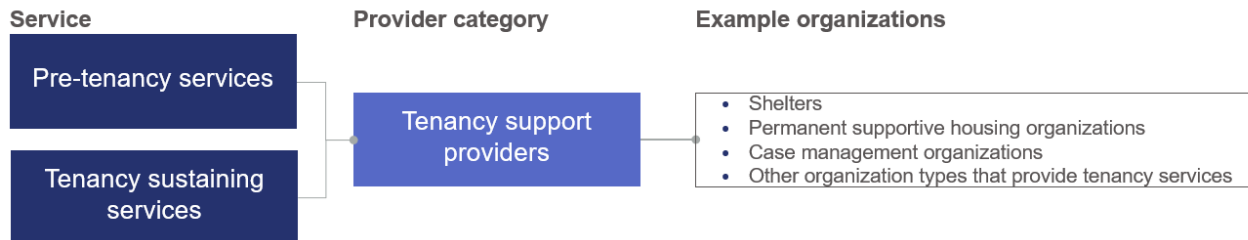


Figure 2: Example organization types that can provide NJ FamilyCare pre-tenancy or tenancy sustaining services (i.e., tenancy support providers)

Based on credentialing guidance, in order to be **eligible for approval** by an MCO to provide pre-tenancy and tenancy sustaining services, providers must demonstrate the following qualifications:

1. Organizational experience in providing services consistent with DMAHS tenancy services

and target populations, proven through participation in another eligible government program (listed in Appendix A) or minimum of three years of organizational experience working with target populations.

2. If organization is not an active participant in an eligible government program (listed in Appendix A), have a minimum of three full-time employees with 2+ years of experience delivering services consistent with DMAHS tenancy services and target populations. Additional hires outside of these three do not need to meet this experience threshold.

Note that DCA and DMAHS may follow-up with organizations to confirm relevant qualifications.

Lastly, applicants should submit documentation based on their relevant track—along with additional narrative responses, as appropriate—to demonstrate the following. These materials will be reviewed in conjunction with applicants’ responses to Section XIII of this RFP when making grant award determinations:

“Start-Up” Track applicants:

1. **Completion of Appendix A, establishing qualifications of the organization to be credentialed with MCOs**
2. **Provide an executed Letter(s) of Intent (LOI) with one or more Managed Care Organizations (MCOs).**
3. **Documentation which substantiates how many unique clients are currently being served with housing case management services, as of application date.** While applicants in this track will not yet have delivered case management services through Medicaid, it is anticipated that many applicants will already be delivering comparable services (e.g., through the Office of Homelessness Prevention’s Homelessness Diversion Pilot) Please explain what housing case management services the organization is currently providing. Additionally, provide documentation which demonstrates a count of the number of unique clients being served with housing case management services as of the application date, and a count of the average number of clients served with housing case management services per month, based on the last year of data.
4. **Outcomes Data:** Demonstrate with data (e.g., from HMIS, EHR, etc.) and a brief narrative the effectiveness of the agency's existing resources and partnerships. This could involve statistics on the number of people served, the rate of successful housing placements, improvements in employment status, reductions in recidivism, etc. The data should be presented in a way that is transparent and easy to understand.

“Expansion” Track applicants:

1. **Documentation which substantiates how many unique clients are currently being served with housing case management services, as of application date.** Please include a count of the number of clients who are being served through the Housing Supports Program (e.g., active authorizations) and a count of the number of clients who are being served with housing case management services outside of the Housing Supports program.
2. **Housing Supports Program Outcomes:**

- a. **Success stories:** Showcase success stories that have resulted from the Housing Supports Program to date. This might involve detailing case studies of individuals or families who were able to exit homelessness with the agency's assistance, highlighting how the agency's resources and partnerships and participation in the Housing Supports Program were instrumental in their transition. Please limit to the five (5) most relevant success stories.
 - i. If organization has not yet delivered services through the Housing Supports Program, please include success stories from the organization's other housing case management work.
 - b. **Outcomes Data:** Demonstrate with data (e.g., from HMIS, EHR, etc.) and a brief narrative the effectiveness of the agency's participation in the Housing Supports Program to date. This could involve statistics on the number of people served through the Housing Supports Program, the number of successful housing placements facilitated by the Housing Supports Program, improvements in employment status, etc. The data should be presented in a way that is transparent and easy to understand.
 - i. If organization has not yet delivered services through the Housing Supports Program, please include outcomes data from the organization's other housing case management work.
3. **Feedback from Partners:**
- a. For "expansion" track applicants who are credentialed but have not yet served members through the Housing Supports Program: please provide feedback or testimonials from funders who have previously supported the organization's housing work. Feedback should focus on the agency's ability to navigate funding administration and requirements, while delivering high-quality housing services.
 - b. For existing Housing Supports Program providers who have been serving members, inclusion of feedback from in-network MCOs is optional but may enhance an applicant's score.

All Applicants:

1. **A diverse compilation of resources and partnerships ("Resources Listing") to support and assist households that are homeless and at risk of homelessness exit those situations and circumstances.**
 - a. An agency's application should demonstrate a **diverse** compilation of resources and partnerships. Acceptable examples are found below:
 - i. **Resource Inventory:** Applicants must clearly catalogue and describe the range of resources available to support persons experiencing homelessness and those at risk of homelessness. The Resource Inventory should distinguish between internal resources operated directly by the applicant and external resources accessed through formal or informal partnerships.
 - **Internal Resources**
Describe the programs, services, and supports provided directly by the

applicant organization. Examples may include, but are not limited to:

- Emergency shelter or housing assistance
- Food assistance
- Case management or care coordination
- Job training or employment services
- Mental health counseling
- Substance use treatment services
- Other Office of Homelessness Prevention (OHP)–funded programs operated by the applicant

- **External Resources and Referrals**

Describe resources available to program participants through partnerships, referrals, or coordinated access with other entities. Examples may include, but are not limited to:

- Connections to affordable or supportive housing providers
- Educational or workforce development programs
- Healthcare providers and systems
- Legal services or tenant advocacy organizations
- Government entities (municipal, county, state)
- Other community or faith-based supports

- Applicants should demonstrate how these internal and external resources collectively support households in exiting homelessness or preventing housing instability. A more comprehensive and diversified resource inventory will strengthen an applicant’s ability to respond to the varied needs of households experiencing or at risk of homelessness.

- **Partnership Network:** Provide evidence of partnerships that the agency has formed with other organizations in the community, whether they are governmental, non-profit, or private entities. This can be through formal memoranda of understanding, joint programs, shared funding, or co-hosted events.

- ii. In addition to cataloguing resources, applicants must describe how staff access and utilize the Resource Inventory in day-to-day operations, including the method through which it is made available (e.g., a shared digital platform, downloaded file, or printed reference guide), the steps taken to ensure relevant staff are aware of and actively reference it, and how frequently it is reviewed and updated. Optional elements that may enhance an applicant’s score but are not required for submission as part of this RFP.

- **Feedback from Clients and Partners:** Include feedback or testimonials from clients who have benefitted from these resources and partnerships, as well as from partners who have collaborated with the agency. This will provide a first-hand account of the agency's work and its impact.

- **Innovative Solutions:** Detail any innovative or unique solutions that have been developed through these resources and partnerships. This could involve cutting-edge programs, unique partnerships, or novel resources that the agency has put into place to address homelessness. This demonstrates the agency's commitment to continuous improvement and creative problem- solving.

2. Please attach separately to your submission:

a. **Demonstration of Commitment to Housing First:** Agencies must demonstrate commitment to the following outlined principles either via attestation, memorandum, or board resolution and provide proof of same.

i. Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing **without preconditions and barriers to entry**, which include but are not limited to:

- Ensuring low-barrier, easily accessible assistance to all people, including, but not limited to, people with no income or income history, and people with active substance abuse or mental health issues;
- Helping participants quickly identify and resolve barriers to obtaining and maintaining housing;
- Seeking to quickly resolve the housing crisis before focusing on other non-housing related services;
- Allowing participants to choose the services and housing that meets their needs, within practical and funding limitations;
- Connecting participants to appropriate support and services available in the community that foster long-term housing stability.

b. **Commitment to the Inclusion of & Incorporation of Feedback from Persons with Lived Experience & Expertise (PWLEE):**

i. **OHP commitment to PWLEE**

- OHP is committed to incorporating the perspectives and insights of persons with lived experience and expertise (PWLEE) of homelessness and housing instability in feedback and program evaluation processes.
 - OHP regularly receives this feedback through the DCA Statewide PWLEE Advisory Board, which meets on a monthly basis with OHP and a quarterly basis with DHCR and DCA leadership.
- As this feedback is critical to promoting inclusion, equity, diversity, and access in the homelessness prevention and services ecosystem (HPSE), all OHP grantees must affirm and provide proof of organizational alignment with (or the good faith effort of development of alignment with) the following key principles for ensuring the inclusion of PWLEE in feedback in their programs and organization:
 - Centering the voices of PWLEE: PWLEE have a unique perspective on the experience of homelessness and offer valuable insights into

the challenges and barriers they face. It is essential to center their voices in feedback processes to ensure that their experiences and needs are accurately represented.

- Creation of a safe and supportive environment: PWLEE may have experienced trauma or marginalization related to their experiences of homelessness. It is important to create a safe and supportive environment for them to share their feedback, where they feel heard and respected.
- Using inclusive language and communication: Feedback processes should use language and communication that is inclusive and accessible to all. This includes using plain language, avoiding jargon or technical terms, and ensuring that all communication is available in formats that are accessible to individuals with disabilities.
- Providing opportunities for meaningful engagement: PWLEE should have opportunities to provide feedback in ways that are meaningful and accessible to them. This may include one-on-one conversations, focus groups, surveys, or other methods of engagement that suit their preferences and needs.
- Recognition of power imbalances: Power imbalances can and often do exist between PWLEE and those collecting feedback, which can lead to a lack of representation or influence. It is important to recognize and address these imbalances to ensure that the perspectives and experiences of PWLEE are fully represented and considered in feedback processes.

ii. Attachment instructions:

- Applicants for OHP funding are required to document affirmation of the principles through submission of at least one (1) of the following supplementary materials s addenda to their application.

Acceptable materials indicating affirmation include, but are not limited to:

- Centering PWLEE Voices: This could be proven through agency protocols highlighting how PWLEE's perspectives are prioritized, or instances where their insights have influenced changes in the program.
- Creating Safe Environments: Evidence of this could include policies or guidelines about creating respectful and supportive spaces for PWLEE, and possibly testimonials from PWLEE on their experience participating in feedback processes.
- Inclusive Language and Communication: Applicants may share their guidelines or examples of accessible, jargon-free communication materials, including different formats for individuals with disabilities.
- Opportunities for Meaningful Engagement: This could be shown

through the variety of feedback methods employed to suit different preferences and needs of PWLEE, and how this feedback has been utilized by applicant.

- Recognition of Power Imbalances: Applicant could provide evidence of their strategies to identify and address power imbalances, such as policies for equitable treatment, or practices promoting shared decision- making.
- Active Pursuit of Inclusion, Equity, Diversity, and Access: Applicant may share the organization's policies, training programs, and examples of actions taken to uphold these values.
- Evidence of Good Faith Effort: For organizations still developing alignment with these principles, they should provide a detailed plan showcasing their understanding of these principles and their steps towards incorporating them. This can include timelines, measurable goals, and designated personnel responsible for each step.

VII. Ineligible entities

1. Entities listed on the DCA list of High-Risk grantees and, as applicable, the current audit submission is not overdue.
2. Entities listed on the State Debarment list, located at: <https://www.nj.gov/treasury/revenue/debarment/>
3. Entities whose annual information update has not been completed in DCA SAGE.
4. Municipal governments, counties, and other local governmental agencies or units of local government are not eligible to apply for funding under this program.

VIII. Eligible Activities

This program provides assistance to both tracks of providers for costs incurred after grant contract initiation through the following four components: 1. Technology 2. Development of business or operational practices 3. Workforce development 4. Outreach, education, and stakeholder convening. All activities should improve a provider's ability to participate in the Housing Supports Program and at any time a provider can be audited to ensure their investment is directly related to this program. Note that any expenses exceeding \$5,000 require submission of PPM/High-Cost Item Form as per Procurement Guidelines for HSPRP. As a general guideline, applicants are encouraged to limit consultant costs to no more than 40–50% of the total grant award

1. Technology:

a. Description

Technology is a critical component of a provider's ability to efficiently document and bill for services within the Housing Supports program. This grant funding is intended to support providers in acquiring technology systems that enhance their operational

capacity and improve the efficiency, accuracy, and compliance of program delivery.

b. Eligible Activities and Costs:

Procuring IT infrastructure/data platforms/systems needed to enable:

- i. Authorization of HSP services
- ii. Documentation of eligibility for HSP services and track enrollment
- iii. Closed loop referral to HSP services
- iv. Record plans of care
- v. HSP service delivery
- vi. HSP service billing
- vii. Modifying existing systems to support HSP participation
- viii. Integration of data platforms/systems/tools
- ix. Consulting staff or additional costs needed to onboard to new, modified or existing systems
- x. Training staff for use of new, modified or existing systems

2. Development of business or operational practices

- a. **Description:** Programmatic costs in this category are those directly tied to delivery and scaling of Housing Supports services. Operating within a Medicaid-funded program will be a significant operational shift for many providers. Participation in the Housing Supports program requires new activities—including enrolling with the State and obtaining a Medicaid Provider ID, contracting with MCOs, and submitting prior authorizations and claims—to ensure compliant and effective service delivery. This sub-category of activities is intended to support providers in adapting and configuring their existing business and operational processes to successfully function within a Medicaid environment. **Administrative costs** in this category are those that proportionally support agency-wide expenses. Such administrative costs are limited to 10% of the total grant award amount and require proof of cost and proof of payment submitted to DCA.

b. Eligible Activities and Costs

i. Programmatic Costs

- Development or refinement of policies and procedures related to:
 - HSP referrals, service delivery workflows, and care plan development
 - Billing and invoicing processes
 - Data sharing and reporting
 - Program oversight and monitoring
 - Evaluation and quality assurance
 - Privacy and confidentiality requirements
- Training or technical assistance on HSP program requirements, operational roles, and staff responsibilities
- Tools, materials, or infrastructure necessary to carry out HSP duties and/or

expand HSP service delivery capacity

- Procurement support to facilitate implementation of the Housing Supports Program, including consultants to aid in any process related to joining or operating as a Housing Supports provider (e.g., contracting/credentialing with MCOs, setting up billing processes or teaching staff how to submit claims)
- ii. **Administrative Costs (maximum 10% of total grant award amount)** All costs must be allocated proportionally to the Housing Supports Program (e.g., based on percentage of staff time, FTEs, or another reasonable and documented methodology).
 - Executive leadership salary and fringe (e.g., CEO, CFO, COO) where the role is limited to general organizational oversight of the Housing Supports Program and does not constitute direct, operational program delivery
 - Allocated share of general office overhead expenses (e.g., utilities, insurance)
 - Agency-wide finance and HR support (e.g., payroll processing, benefits administration) proportional to Housing Supports staff
 - General accounting, audit, or legal services that support overall organizational compliance
 - Shared IT infrastructure, cybersecurity, or systems maintenance not specific to program delivery

3. Workforce development

- a. **Description:** Many providers will need to hire additional supportive staff to support their transition into operating as Medicaid providers, and many will also need to expand frontline staffing to serve a larger number of members. Both objectives are core goals of this program, and these funds are intended to assist providers in building and strengthening their workforce capacity. In addition, existing staff may require training to adopt new processes and responsibilities associated with delivering Medicaid-funded services.

b. Eligible Activities and Costs:

- iii. Training delivered by a technical assistance organization.
- iv. Costs associated with recruiting, hiring, and training new staff to support HSP service delivery, including salary and fringe for personnel who will have a direct role in overseeing, designing, implementing, and/or executing HRSN responsibilities. **These costs are time-limited to a period of up to 12 months.**
 - Note: While this grant may fund salaries and staffing costs during the implementation period, agencies should focus on building long-term sustainability through Medicaid reimbursement revenue to support program staffing beyond the grant term. Program staff supporting Housing Supports services should not be viewed solely as grant-funded positions. Agencies are encouraged to incorporate Medicaid revenue into workforce sustainability planning throughout the grant period.
 - OHP supports the payment of a fair living wage with appropriate benefits for professionals serving as Housing Case Managers or in similar direct service roles providing pre-tenancy and tenancy sustaining services. Agencies awarded this grant are strongly encouraged to ensure Housing Case Managers are compensated at a salary of at least \$65,000 annually, regardless of whether the position is partially or fully funded through the grant
- v. Necessary certifications, training, technical assistance, fingerprint-based background checks, and/or education for staff participating in the HSP program (e.g., training on culturally competent practices or trauma-informed care).
- vi. Privacy and confidentiality training or technical assistance related to HSP service delivery.
- vii. Production costs for training materials and/or for securing training experts, to the extent such training directly supports HSP program implementation.

4. Outreach, education and stakeholder convening

- a. **Description:** First and foremost, grant funds are intended to support grantees in building the organizational capacity necessary to deliver Housing Supports Program services. At the grantee's discretion, and as part of routine outreach and stakeholder engagement activities, grantees may also choose to serve as informal stewards of the Housing Supports Program by helping to inform prospective providers and NJ FamilyCare members about the benefit. These optional activities are intended to increase community awareness of the program and its availability, thereby supporting broader provider participation and member access.

b. Eligible Activities and Costs:

- i. Production of materials necessary for marketing, outreach, training, and/or education related to HSP services.
- ii. Translation of outreach, education, or program materials into languages appropriate for the populations served.

- iii. Planning for and facilitation of community-based outreach events to increase awareness and understanding of HSP services.
- iv. Planning for and facilitation of learning collaboratives, stakeholder convenings, or similar forums to support shared learning and coordination among HSP partners.
- v. Community engagement activities necessary to support HSP program implementation and launch (e.g., roundtables to solicit feedback on guidance documents, listening sessions, or focus groups).
- vi. Overhead costs directly associated with outreach, education, or stakeholder convening activities tied to HSP implementation, such as marketing costs

IX. Ineligible activities

Activities not specifically approved through this application or subsequently approved in writing by DCA.

Grant funds may not be used to pay for direct client assistance, including financial or material assistance to clients or program participants (e.g., rental assistance, security deposits, utility payments, gift cards, transportation, application fees, etc.). However, organizations may provide direct client assistance using their own resources, outside of this grant, as appropriate.

Direct client services (e.g., pre-tenancy and tenancy-sustaining services) provided to Medicaid members through the Housing Supports Program may only be billed through the Medicaid claims process. No grant funding may be used to provide those direct client services.

X. Funding Distribution

Grantees will be paid through cash advances structured around a milestone-based performance framework. Reimbursement is limited to eligible expenditures incurred up to the amount of funding earned through completed milestones. While grantees may incur costs in advance of milestone completion, reimbursement will not exceed the cumulative funding amount earned at any time.

The two different tracks of grantees will have different milestones as follows:

For the “Start-up” Track:

1. 30% cash advance paid upon grant selection (no milestones yet complete)
2. Next 20% cash advance disbursed (total 50% paid) after grantee completes first group of milestones. Which includes:
 - a. Provider obtains a Housing Supports Medicaid ID, through enrollment with Gainwell
 - b. Provider is networked with at least 1 MCO (includes full credentialing and contracting)
 - c. Provider joins the Homeless Management Information System and creates at least 1 Housing Supports Project for each MCO it is in-network with
3. Next 20% cash advance disbursed (total 70% paid) after the grantee completes the second milestone, which includes:

- a. Submission of at least **10 Initial Assessment Tools (for unique members)** for Housing Supports services **and approval of those authorizations by the MCO(s) after the award date of this grant program**
4. Final 30% cash advance disbursed (total 100% paid) after the grantee completes the third milestone, which includes:
 - a. Demonstration of successful Medicaid billing receiving approval and payment for at least 10 claims for services delivered **after the award date of this grant program**, including proper documentation of touchpoints in HMIS.

For the “Expansion” Track:

1. 30% cash advance paid upon grant selection (no milestones yet complete)
2. Next 10% cash advance disbursed (total 40% paid) after grantee completes first group of milestones. Which includes:
 - a. Provider joins the Homeless Management Information System and creates at least 1 Housing Supports Project
 - b. Submission of at least **5 Initial Assessment Tools (for unique members)** for Housing Supports services and approval of those authorizations by the MCO(s) **after the award date of this grant program**
3. Next 20% cash advance disbursed (total 60% paid) after the grantee completes the second milestone, which includes:
 - a. Submission of at least **25 Initial Assessment Tools (for unique members, and may be inclusive of 5 IATs from prior milestone)** for Housing Supports services **and approval of those authorizations by the MCO(s) after the award date of this grant program**
4. Next 20% cash advance disbursed (total 80% paid) after the grantee completes the third milestone, which includes:
 - a. Demonstration of successful Medicaid billing by submitting Housing Supports service claims and receiving approval *and payment* for at least 25 claims for services **delivered after the award date of this grant program**, including proper documentation of touchpoints in HMIS.
5. Next 20% disbursed (total 100% paid) after grantee completes fourth milestone, which includes:
 - a. Demonstration of successful Medicaid billing by submitting Housing Supports service claims and receiving approval *and payment* for at least 100 total claims for services **delivered after the award date of this grant program**, including proper documentation of touchpoints in HMIS.
 - b. The agency credentials and contracts with all 5 Managed Care Organizations

For both sets of grantees:

1. Grantees will **share documentation** proving completion of milestones with DCA through SAGE (or via email attachment, where necessary)

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2. Cash advances dependent on timely compliance with fiscal and programmatic reporting requirements by grantees
3. Grantees will have **1 year** from the date of award to **complete activities** and earn funding (unless extension given). Any portion of the award that has not been earned and expended within the grant term will be forfeited, unless otherwise expressly authorized by DCA OHP.

XI. Grant term

Anticipated October 1, 2026 – September 30th, 2027

XII. Application process - Narrative

The proposal must be submitted electronically via SAGE. All applicants must submit in SAGE a written narrative that describes the following:

1. Assessment of current organizational experience and capabilities:

- a. **Experience in housing supports** – Agency’s mission, experience (to include outcomes) in homeless services including if you currently use the Homelessness Management Information System (HMIS), rental assistance/supportive services, and financial management/grant operations
- b. **Staff capabilities and capacity** – Provide the number of staff, their capacity (e.g., caseload by position), hiring plans, and other key staffing details that demonstrate the resources your agency will allocate to participating in the Housing Supports Program. Only include staff who are expected to actively participate in HSP operations (e.g., do not include case managers who will not provide HSP services). Please address the following roles, as applicable:
 - i. Executive leadership
 - ii. Administrative staff to aid program onboarding and ongoing operations
 - iii. Program leadership
 - iv. Direct service staff
 - v. Fiscal and billing staff
 - vi. IT/data staff
- c. **Ability to Participate in a Medicaid Program** – Describe the capabilities your organization currently has that demonstrate your ability to participate in the Housing Supports Program.
 - i. For currently enrolled providers: This may include being in-network with multiple MCOs, demonstrated authorization or claims volume, or other indicators of active program participation.
 - ii. For new providers: This may include prior experience with Medicaid billing, the use of an existing EHR/claims system, or experience operating similar programs
- d. **Geographic footprint** – Please indicate the counties in which your organization currently provides services. Note that at least half of all member interactions in this program must occur in person; therefore, if a county is listed, the agency may be required to demonstrate its ability to deliver in-person services within that county.
- e. **Specialty populations served** – Please indicate which populations with specific housing case management needs your agency is capable of serving from the list below. To select a specialty population, your direct service staff—and other relevant staff—must have meaningful experience working with that population, appropriate trauma-informed training, and the population-specific competencies described below.
 - i. **Domestic violence survivors:** Staff must have experience working with DV survivors, understand the use of an alternative database of record in place of HMIS,

and demonstrate advanced knowledge of privacy and confidentiality protections.

- ii. **Immigrants / English-as-a-Second-Language (ESL) populations:** Staff must be able to deliver services in languages commonly spoken by clients served and demonstrate cultural and linguistic competency.
- iii. **Veterans:** Staff must have experience working with veterans and familiarity with the benefits, services, and supports available through the U.S. Department of Veterans Affairs (VA) and other veteran-serving entities.
- iv. **People with developmental disabilities:** Staff must have experience supporting individuals with developmental disabilities and training specific to their housing and service coordination needs.
- v. **Youth:** Staff must have experience providing services to youth and young adults, with training on youth-specific engagement and trauma-informed approaches.
- vi. **LGBTQ+:** Staff must demonstrate competency in serving LGBTQ+ individuals, including training on culturally responsive and affirming practices.
- vii. **Formerly incarcerated individuals:** Staff must have experience supporting individuals reentering the community and knowledge of the unique housing and service barriers faced by justice-involved populations
- viii. **Seniors (persons aged 62 and older):** Staff must have experience working with older adults and demonstrated knowledge of the unique housing needs of this population, including accessibility modifications and transitions from institutional or assisted living settings. Staff must also have familiarity with the benefits, services, and supports available through age-specific programs, including but not limited to Medicare, MLTSS, and community-based aging services.

2. Planned use of grant funding to enable/improve Housing Supports program participation:

a. Gaps in current organizational capacity.

- i. **“Start-up” Track providers:** Describe the gaps in your current capabilities that would make it difficult to become—or actively participate as—a Housing Supports Program provider. This may include limitations in staff expertise, technology systems, or operational practices that would require modification to meet Medicaid requirements (e.g., billing processes, prior authorization workflows, or MCO credentialing).
- ii. **“Expansion” Track providers:** Describe the factors that are currently limiting your ability to fully participate in the Housing Supports Program or restricting your ability to expand operations and serve additional members. This may include gaps in staffing, technology, administrative processes, Medicaid billing capacity, or any other barriers to scaling HSP service delivery.

- b. **Desire and plan for growth:** How do you plan to use participation in the Housing Supports program to **grow the overall number of members** you serve with housing case management services? Please describe how you plan to grow your:

- e. **Strategy to use funds to participate in program** – Please describe your plan for using these funds to support your organization’s full participation in the Housing Supports Program, including achieving the goals outlined in the sections above, by describing:
- i. **Your overarching strategy**, including how you intend to use the funds and the high-level goals you aim to achieve.
 - ii. **The specific activities** your agency will undertake to advance those goals.
 - iii. **Proposed Project Budget and Workplan:** Please submit an attachment with a proposed project budget that details how grant funds will be allocated across eligible categories, along with a workplan with specific deadlines for the planned use of funds demonstrating that all grant activities and expenditures will be completed within one (1) year of the grant award announcement (see examples below).
- Strong work plans typically include the following elements: clear sequencing of activities, showing how earlier steps enable later ones; specific steps required to accomplish each milestone, rather than high-level descriptions; explicit identification of responsible staff, including named roles for each activity; alignment with current agency status, building logically from what has already been completed; and recognition of external dependencies.
 - Example budgets and workplans for each track are in APPENDIX B
 - **Note:** Applicants proposing to include any single non-personnel expense of \$5,000 or more must reflect the estimated cost in the application budget. Upon award, grantees will be required to submit a High-Cost Purchase Approval Form to DCA for review and written approval, prior to obligating or expending funds for such purchases. The form must be submitted via email in accordance with DCA guidance.
 - iv. **Note:** Applicants who were awarded grants under the Housing Supports Provider Readiness Program should detail the rationale for their request for additional funds as part of this grant program, beyond the funds received previously. Please articulate how the previous grant award amount did not enable you to reach your capacity expansion and quality goals.

XIII. Application process - Required attachments

Please submit all required attachments combined into a single document for upload into SAGE.

1. Certification regarding debarment and suspension.
2. Certification regarding lobbying.
3. Staff resumes, to include the applicant's executive team.
4. Job descriptions of positions created via project (if proposed project will create additional positions at/for entity).
5. Materials outlined in Section VII of this document:
 - a. For “Start-up” track applicants: Organizational qualifications (see Appendix A)
 - b. For “Start-up” track applicants: Executed LOI(s) with one or more MCOs
 - c. Documentation of number clients currently being served with housing case management services as of application date
 - d. Proposed project budget and workplan
 - e. Affirmation of Housing First
 - f. PWLEE Inclusion and Activities
6. Materials outlined in Section XVIII of this document:
 - a. Evidence of being an active user of the Homeless Management Information System (HMIS), or attestation to become an active user of HMIS
 - b. Board Resolution confirming the agency board’s endorsement of participation in the program and attestation to enroll in the Housing Supports Program
 - c. Last 3 years of audits and latest IRS Form 99
 - d. Organization Bylaw.
 - e. Organization Articles of Incorporation
 - f. Staff resumes and current organizational chart. Include contact information for executive team and project personnel.
 - g. Verification of current SAM registration
7. Executed application cover page.

XIV. Reporting and monitoring requirements

1. Quarterly meetings with OHP Program Staff (via Teams)
2. Quarterly fiscal reporting due in SAGE 15 days after the end of each quarter
3. Monthly progress reporting against program milestones and work plan uploaded in SAGE
4. Site visitation/file review by DCA OHP and / or DMAHS teams

XV. Training requirements

Each grantee agrees that staff will participate in all mandatory trainings and meetings according to a schedule provided by the Office of Homelessness Prevention (see below). Training and meetings are to increase understanding of integrated services delivery and its interplay with other aspects of case management and as part of a larger housing problem-solving approach to preventing homelessness that is person-centered and affirming of Housing First principles.

Grantees must ensure that at least one appropriate representative from the organization (e.g., direct staff, supervisor, leadership) attends each of the following required trainings:

1. **OHP Initial Grant Technical Assistance Session:** Participation in an initial OHP-led technical assistance session within the first thirty (30) days of the grant term. Grantees may also be required to participate in additional OHP-facilitated group and/or individualized technical assistance sessions, as needed, throughout the grant period.
2. **Camden Coalition–hosted Housing Supports trainings and office hours.**
 - a. Grantees are required to ensure that organizational leadership and other relevant staff attend all required Camden Coalition–hosted trainings and office hours, which generally occur twice per month.
 - b. Grantees must also participate in any additional Camden Coalition–led trainings (either recorded or live sessions) that the Office of Homelessness Prevention (OHP) identifies and communicates to grantees as required.
3. **HMIS Training Requirements:** Participation in all mandatory trainings related to the use of the Homelessness Management Information System (HMIS), including:
 - a. General HMIS user training;
 - b. Housing Supports–specific HMIS training (participation by frontline staff in this training is expected); and
 - c. Site administrator training, with at least one (1) designated staff member from the agency required to attend.
4. **SAGE Training:** Participation in mandatory trainings related to utilizing SAGE

Lastly, it is expected that all awarded entities also work in collaboration with other DCA grantees to achieve this initiative’s objectives. It is further expected that all awarded entities make good faith efforts to participate in learning and development exercises if requested by DCA or DMAHS (e.g., presentation on best practices at Camden office hours).

XVI. Additional performance expectations & requirements

1. Applicant should begin to operationalize their strategy to use funds to participate in the program, as described in their narrative response, no later than 30 days post award notification.
2. Attendance at all training and OHP peer-to-peer activities.

XVII. Threshold requirements

Only applications that meet all the following threshold requirements will be scored; **applications missing any documents identified in numbers 9-11 will be provided 5 days to upload.**

1. Organizational experience in providing services consistent with DMAHS tenancy services and target populations, proven through deeming of participation in another government program or minimum of three years of organizational experience working with target populations (listed in Appendix A)
2. If organization is not an active participant in a deeming government program (listed in Appendix A), As an agency, there must be 3 full-time employees with 2+ years of experience delivering services consistent with DMAHS tenancy services and target populations. Additional hires outside of these 3 do not need to meet this experience threshold.
3. An agency must be an active user of the Homeless Management Information System (HMIS), or agree to become an active user of HMIS prior to receiving any funding under this grant program. Agencies that are prohibited from using HMIS (e.g., organizations funded by the Violence Against Women Act) must instead use a comparable, approved data system
4. Submit a Board Resolution confirming the agency board's endorsement of participation in the program and attestation to enroll in the Housing Supports Program. The resolution must acknowledge the board's role in completing the Disclosure of Ownership form required for Medicaid enrollment and any additional responsibilities related to contracting with the MCOs. The resolution must also affirm the board's approval of the agency's proposed staffing commitments and planned program growth as outlined in this document. This should include commitment to making a good faith effort to meet the timeline listed in the proposed project workplan.
5. Submit the last 3 years of audits [to include statement cash flows [or equivalent]] and latest IRS Form 990.
 - a. Applicant's submissions **must demonstrably show** that they have sufficient cash flows to sustain staff and effectively administer the grant.
6. Submit Bylaws.
7. Submit Articles of Incorporation.
8. Submit staff resumes and current organizational chart. Please include contact information for executive team and project personnel.
9. Submit verification of current SAM registration.
10. Complete all certification sheets.
11. Submission of all required attachments in Section XIV.

XVIII. Scoring Rubric: NJ FamilyCare Housing Supports Provider Readiness Grant Program Evaluation Rubric

“Start-up” Track:

Section	Component	Maximum Points
<i>1: Organizational Capacity and Experience</i>	1a. Staff capabilities and capacity	15
	1b. Experience providing housing navigation, including resources outlined in Resource Listing	10
	1c. Current ability to participate in Medicaid	10
	1d. Meet a gap in current provider supply	5
<i>2: Proposed Approach</i>	2a. Gaps in organizational capacity or infrastructure clearly identified	10
	2b. Clear and understandable strategy between plan for infrastructure development/identified gaps and funded component(s)	15
	2c. Activities tied to component(s) are aligned with program goal(s)	10
	2d. Effective and reasonable allocation of funds to component(s)	5
	2e. Timeline for deliverables of component(s) to achieve readiness is reasonable	5
	2f. Plan for program participation capabilities	5
	2g. Plan for increasing quality of service delivery	5
<i>3: Desire and plan for growth</i>	3a. Demonstrated interest in expanding the number of members served with housing CM	15
<i>4: Commitment to Best Practices</i>	4b. Voice of lived experience	5
<i>5: Threshold Requirements</i>	5a. Meets all criteria in RFP: Pass/Fail	
<i>6: Overall Proposal Quality</i>	6a. Quality and clarity of proposal	10
Maximum Total Score:		125

“Expansion” Track:

Section	Component	Maximum Points
<i>1: Organizational Capacity and Experience</i>	1a. Staff capabilities and capacity	10
	1b. Experience providing housing navigation, including resources outlined in Resource Listing	5
	1c. Organizational experience in HSP to date, including success stories <i>If organization has not yet delivered services through HSP, points may be awarded for experience from organization’s other work.</i>	5
	1d. Adherence to HMIS touchpoint entry requirements in HSP, to date	5
	1e. Feedback from MCO partners, based on participation in HSP to date, assessed through DMAHS inquiry or equivalent <i>If organization has not yet delivered services through HSP, points may be awarded for other relevant partner feedback</i>	10
	<i>2: Proposed Approach</i>	2a. Gaps in organizational capacity or infrastructure clearly identified
	2b. Clear and understandable strategy between plan for infrastructure development/identified gaps and funded component(s)	15
	2c. Activities tied to component(s) are aligned with program goal(s)	10
	2d. Effective and reasonable allocation of funds to component(s)	5
	2e. Timeline for deliverables of component(s) to achieve readiness is reasonable	5
	2f. Plan for increasing quality of service delivery	15
<i>3: Desire and plan for growth</i>	3a. Demonstrated interest in expanding the number of members served with housing CM	15
<i>4: Commitment to Best Practices</i>	4b. Voice of lived experience	5
<i>5: Threshold Requirements</i>	5a. Meets all criteria in RFP: Pass/Fail	
<i>6: Overall Proposal Quality</i>	6a. Quality and clarity of proposal	10
Maximum Total Score:		125

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APPENDIX A: Housing Supports Provider Experience Requirements for Pre-Tenancy and Tenancy Sustaining Services

Part 1:

Is your organization an active participant (not as a subgrantee or subcontractor) in good standing in any of the following government programs?

- Yes
 No

Check the government programs listed below if your organization is an active participant (not a subgrantee or subcontractor) in good standing.

With this application submission, **please attach relevant documentation proving current enrollment in all checked government programs below.**

HUD Programs

- CoC Grants received for providing services relevant for the Housing Supports program
 ESG Grants received for providing services relevant for the Housing Supports programs
 Housing Counseling Program

DMHAS Programs

- Community Support Services (CSS)
 Integrated Case Management Services (ICMS)

HHS Programs

- Projects for Assistance in Transition from Homelessness (PATH)
 Runaway and Homeless Youth Program (RHY)

DCA Programs

- Homelessness Prevention and Rapid Rehousing Program (HPRP2)
 Document Assistance and Support for Housing (DASH)
 Comprehensive Eviction Defense & Diversion (CEDD)
 Integrated Homelessness Prevention and Services Program (IHPS)
 Homelessness Diversion Pilot (Diversion)

DCF Programs

- Keeping Families Together (KFT)

Part 2:

Note: Part 2 does not need to be completed if your organization is an active participant (not a subgrantee or subcontractor) in any of the government programs listed in Part 1

A. Which target populations and housing situations is your organization best suited to serve or currently serving?

- Chronically homeless population (including individuals living in a place not meant for human habitation including a vehicle, outdoors etc. for at least 12 months or on at least 4 separate occasions in the last 3 years).
- Population currently experiencing homelessness (including individuals living in an area not meant for human habitation such as sleeping in a vehicle, outdoors, in an abandoned building etc.)
- Population at risk of homelessness (including individuals who are couch-surfing, facing eviction within 21 days, or living in overcrowded housing)
- Population at risk of institutionalization and requiring a new housing situation (institutions include hospitals, mental health residential treatment facilities, substance use disorder treatment facilities and long-term care facilities)
- Population transitioning from an institution to the community (institutions include hospitals, mental health residential treatment facilities, substance use disorder treatment facilities and long-term care facilities).
- Population recently released from correctional facilities (institutions include state and federal prisons, local correctional facilities, and juvenile detention facilities).
- Other: Please explain

B. Does your organization have 3+ years of experience providing services consistent with DMAHS tenancy services and target populations (i.e., populations listed in the previous question)?

Note: If you mark “No” and do not participate in a peer government program in Part 1, application will be denied.

- Yes
- No

If you checked “Yes” above, **please include a document with this application submission that demonstrates 3+ years of experience.** Acceptable documentation includes, but may not be limited to, annual reports, award letters, IRS filings, organization website, and memoranda of understanding.

OHP: Housing Supports Provider Capacity Expansion Program (HSPCEP) – RFP – SFY26

C. Does your organization have at least 3 full-time employees with 2+ years of experience delivering services consistent with DMAHS tenancy services and target populations?

Note: if you mark “No” and do not participate in a peer government program in Part 1, application will be denied.

Yes

No

If you checked “Yes” above, **please include the resumes of those full-time employees** and provide details about their job responsibilities below (recommend no more than 100 words)

APPENDIX B: Example Budgets and Workplans

Example Budget: Housing Supports Provider Expansion Grant Program – “Start-up” Track		
<i>Total Award: \$200,000.00</i>		
<i>Category</i>	<i>Amount (\$)</i>	<i>SAGE Classification</i>
1. Technology	\$69,000.00	
EHR 3-year license, incl. HIPAA-compliant data storage	\$41,000.00	Program - Operating-Equipment
Claims submission platform and clearinghouse	\$10,000.00	Program-Operating-Equipment
HMIS user fees	\$1,000.00	Program-Operating-Other
Tablets/mobile phones for field-based staff	\$8,000.00	Program- Operating-Telephone
IT consultant for system selection and implementation	\$9,000.00	Program- Purchased Services-Consultant
2. Development of Operational or Business Practices	\$55,000.00	
<i>2A. Programmatic</i>		
Consultant to support end-to-end Medicaid readiness	\$16,000.00	Program- Purchased Services-Consultant
Staff time dedicated to development of Housing Supports policies and SOPs (referrals, care plans, billing)	\$19,000.00	Program-Personnel-Salary
<i>2B. Administrative (Capped at 10% of Total Budget)</i>		
3% of CFO Salary, attributable to Housing Supports Program oversight	\$10,000.00	ADM-Personnel-Salary
2% of HR payroll system expenses, proportional to Housing Supports staff	\$10,000.00	ADM-Personnel-Salary
3. Workforce Development	\$63,000.00	
New Housing Case Manager (partial salary)	\$45,000.00	Program-Personnel-Salary
Program coordinator (partial salary)	\$26,000.00	Program-Personnel-Salary
Training on eligibility screening, documentation, service workflows	\$4,000.00	Program-Personnel-Training
Onboarding costs for new hires (background checks, HR, initial materials)	\$5,000.00	Program-Operating-Other
Cultural competency and specialty-population training	\$4,000.00	Program-Personnel-Training
4. Outreach, Education, and Stakeholder Convenings	\$13,000.00	
Creation of multilingual outreach materials and enrollment guides	\$3,000.00	Program-Operating-Project Supplies
Hosting of stakeholder roundtables to introduce HSP services	\$7,000.00	Program-Operating-Other
TOTAL	\$200,000.00	

Example Budget: Housing Supports Provider Expansion Grant Program – “Expansion” Track		
Total Award: \$150,000.00		
<i>Category</i>	<i>Amount (\$)</i>	<i>SAGE Classification</i>
1. Technology	\$25,000.00	
Integration between EHR / HMIS	\$10,000.00	Program-Operating-Other
Tablets/laptops for case managers to document field work	\$9,000.00	Program-Operating-Equipment
Staff training on new systems (HSP-specific workflows)	\$6,000.00	Program-Personnel-Training
2. Development of Operational or Business Practices	\$30,000.00	
<i>2A. Programmatic</i>		
Consultant to support HSP Medicaid enrollment / contracting with MCOs	\$7,000.00	Program-Purchased Services- Consultant
Staff time dedicated to development of Housing Supports policies and SOPs (referrals, care plans, billing)	\$11,000.00	Program-Personnel-Salary
<i>2B. Administrative (Capped at 10% of Total Budget)</i>		
2% of CEO Salary, attributable to Housing Supports Program oversight	\$5,000.00	ADM-Personnel-Salary
2% of HR payroll system expenses, proportional to Housing Supports staff	\$7,000.00	ADM-Personnel-Salary
3. Workforce Development	\$80,000.00	
New Housing Case Manager (partial salary during training and onboarding)	\$27,000.00	Program-Personnel-Salary
New Housing Case Manager (partial salary during training and onboarding)	\$27,000.00	Program-Personnel-Salary
Supervisor training on HSP documentation standards	\$6,000.00	Program-Personnel-Salary
Housing First, trauma-informed care, harm-reduction training	\$5,000.00	Program-Personnel-Training
Training on cultural competency and engagement with priority populations (e.g., DV survivors, veterans)	\$6,000.00	Program-Personnel-Training
Onboarding costs for new hires (background checks, HR, initial materials)	\$4,000.00	Program-Operating-Other
HSP-specific client engagement training (landlord outreach, tenancy skills)	\$5,000.00	Program-Personnel-Training
4. Outreach, Education, and Stakeholder Convenings	\$15,000.00	
Community outreach events for potential HSP referrals (shelters, day centers)	\$6,000.00	Program-Operating-Other
Outreach events in partnership with specialty population CBOs (e.g., DV orgs, veteran-focused orgs)	\$5,000.00	Program-Personnel-Training
Educational materials explaining Housing Supports services to members	\$4,000.00	Program-Operating-Project Supplies
TOTAL	\$150,000.00	

Example Workplan: Housing Supports Provider Expansion Grant Program – “Start-up” Track				
Milestone Category	Activity / Step	Description of Task	Target Completion Date	Responsible Staff
Enroll as Medicaid Provider & Credential with 1st MCO	Prepare enrollment materials	Compile Medicaid enrollment materials; assign staff to track missing items	Jan 30, 2026	Program Director
	Submit enrollment application	Submit Medicaid enrollment materials to Gainwell	Feb 5, 2026	Program Director
	Prepare MCO credentialing materials	Compile MCO credentialing documents; assign staff to track missing items	Feb 16, 2026	Program Director
	Submit MCO credentialing application	Submit credentialing application to MCO	Feb 23, 2026	Program Director
	Follow up on applications	Conduct weekly follow-ups with DMAHS/MCO contacts and document outreach	Ongoing through approval	Program Director
	Execute contract	Receive credentialing approval and execute first MCO contract	Mar 23, 2026 (pending MCO cooperation)	Executive Director
Set up HMIS	Register for HMIS	Email NJHMIS to receive registration and sign appropriate documents	Mar 16, 2026	Program Director
	Assign and train staff	Designate site administrator; create staff log-ins; enroll in general HMIS training	Mar 23, 2026	Program Director

Example Workplan: Housing Supports Provider Expansion Grant Program – “Start-up” Track				
Milestone Category	Activity / Step	Description of Task	Target Completion Date	Responsible Staff
	Create MCO-specific Housing Supports project	Email NJHMIS with correct documentation to create project	Mar 30, 2026	Program Director
	Complete Housing Supports HMIS training	Participate in NJHMIS-scheduled HSP training	Apr 13, 2026	Housing Case Managers
Begin delivering services	Finalize internal processes	Finalize internal policies and procedures for authorizations, service delivery, documentation, and billing	Apr 13, 2026	Program Director
	Staff training	Train Housing Case Managers on IAT, LON, and HSP tools and workflows	Apr 20, 2026	Program Director
	Identify first members	Identify HSP-eligible members and initiate first client engagement	Apr 27, 2026	Housing Case Managers
	Complete assessments	Complete first IAT; conduct QA review prior to submission	May 4, 2026	Housing Case Manager; Program Director
	Submit authorization	Submit IAT to MCO and track authorization status	May 7, 2026	Housing Case Manager
	Submit next batch of 10 IATs	Complete IATs for next 10 identified members; conduct QA reviews; submit to MCO	May 27, 2026	Housing Case Manager

Example Workplan: Housing Supports Provider Expansion Grant Program – “Start-up” Track				
Milestone Category	Activity / Step	Description of Task	Target Completion Date	Responsible Staff
	Submit 150-day HSP	Complete LON assessment and submit Housing Stabilization Plan for 150-day re-authorization	Jun 3, 2026	Housing Case Manager
Demonstrate successful Medicaid billing	Assign billing lead	Hire or assign Billing Specialist and define billing responsibilities	Apr 15, 2026	Finance Director
	Configure billing system	Configure billing platform, service codes, and workflows	May 15, 2026	Billing Specialist; IT Lead
	Billing training	Train program and finance staff on billing and documentation requirements	Jun 3, 2026	Billing Specialist
	Test claims	Submit test claims; identify and resolve errors; confirm readiness for live billing	June 15, 2026	Billing Specialist
	Deliver services	Continue delivering authorized Housing Supports services and document in HMIS/billing system	June 2026	Housing Case Managers
	Submit first claim	Submit first live claim to MCO; follow-up on status	July 1, 2026	Billing Specialist
	Submit next batch of 10 claims	Submit next batch of claims to MCO; follow-up on status	Aug 1, 2026	Billing Specialist

Example Workplan: Housing Supports Provider Expansion Grant Program – “Expansion” Track			
Activity / Step	Description of Task	Target Completion Date	Responsible Staff
<i>Workstream 1: Scaling Activities</i>			
Identify scaling opportunities	Brainstorm and evaluate opportunities to scale program and identify additional eligible members	June 1, 2026	Program Director
Develop expansion strategy and targets	Define target populations, geographies, and referral sources for expansion; set growth targets	June 15, 2026	Program Director
Map referral ecosystem	Identify key referral partners (CBOs, shelters, hospitals) and gaps in current pipeline	June 30, 2026	Program Director
Hire additional case manager	Expand internal capacity for delivery of HSP services	July 1, 2026	Program Director
Complete onboarding and training	Train staff on workflows	July 15, 2026	Program Director
Ongoing pipeline tracking and adjustment	Monitor referral sources and adjust outreach strategy	Monthly starting August 2026	Program Director
Conduct outreach event for scaling initiative	Develop materials and host event to establish referral pathways	Oct 1, 2026	Program Director
Evaluate progress of scaling initiative	Assess initiative success and identify improvements	Dec 1, 2026	Program Director
Implement next phase of scaling initiative	Expand initiative through additional materials and outreach	Dec 15, 2026	Program Director
<i>Workstream 2: Service Delivery</i>			
Identify additional members	Identify and engage HSP-eligible members	June 1, 2026 (recurring)	Case Managers
Complete assessments	Complete IATs and QA review	July 4, 2026 (recurring)	Case Manager; Program Director
Submit 5 IATs	Submit IATs to MCOs	July 4, 2026	Case Manager
Assign billing lead	Hire/assign Billing Specialist	June 15, 2026	Finance Director
Identify billing system	Define requirements; search and shortlist vendors	July 1, 2026	Finance Director
Sign contract with vendor	Finalize billing system procurement	July 20, 2026	Finance Director
Configure billing system	Set up workflows, service codes	July 30, 2026	Billing Specialist; IT Lead

Example Workplan: Housing Supports Provider Expansion Grant Program – “Expansion” Track			
Billing training	Train staff and finance on billing and documentation requirements	Aug 3, 2026	Billing Specialist
Test claims	Submit test claims; identify and resolve errors; confirm readiness for live billing	Aug 15, 2026	Billing Specialist
Deliver services	Deliver and document services in HMIS	Aug 15, 2026	Case Managers
Submit first batch of claims	Submit initial claims; follow-up on status	Sept 1, 2026	Billing Specialist
Complete 25 IATs	Submit IATs to MCO and track authorization status	Oct 1, 2026 (recurring)	Case Managers
Complete 25 claims	Submit additional claims	Nov 1, 2026	Billing Specialist
Complete 50 claims	Continue claim submission	Jan 1, 2027	Billing Specialist
Complete 100 claims	Continue claim submission	April 1, 2027	Billing Specialist
<i>Workstream 3: Quality Improvement</i>			
Identify priority populations	Analyze data and select focus populations based on input from frontline staff, partner organizations, etc.	June 1, 2026	Program Director
Establish baseline metrics	Pull baseline data (e.g., share of members served from specialty population)	June 15, 2026	Program Director
Define quality improvement approach with DCA	Include in monthly progress update goals and strategy for quality improvement	July 1, 2026	Program Director
Align on quality goals with DCA	Finalize goals based on feedback from DCA	Aug 1, 2026	Program Director
Purchase training materials	Procure materials to expand expertise relating to specialty population	September 1, 2026	Program Director
Conduct trainings	Implement trainings for case managers	October 1, 2026	Program Director
Conduct outreach to specialty orgs	Identify and engage local CBOs serving priority specialty populations	November 1, 2026	Program Director
Conduct shared learning session	Facilitate knowledge exchange between case managers and local org staff, highlighting unique needs of specialty populations	December 15, 2026	Program Director

Example Workplan: Housing Supports Provider Expansion Grant Program – “Expansion” Track			
Share educational materials	Provide targeted materials about HSP for local specialty pop orgs to share with potentially eligible members	January 15, 2027	Program Director
Re-evaluate progress	Refresh metrics, to assess progress towards quality improvement goals	February 1, 2027	Program Director
Continue partnership development	Formalize referral pathways from local organizations targeting specialty populations	April 1, 2027	Program Director
Assess progress using data	Final evaluation of quality improvement data goals aligned with DCA	June 1, 2027	Program Director

Note: Unlike the Start-up Track, where activities are largely sequential and tied to initial program readiness, Expansion Track activities—particularly service delivery—will occur concurrently with other operational and scaling initiatives. As a result, timelines may not be strictly linear, and multiple workstreams are expected to progress in parallel.